



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

January 5, 2009

To: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT CAROLYN RHEE TO THE POSITION OF HOSPITAL ADMINISTRATOR, II (UC)

Consistent with the Board-approved policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Carolyn Rhee to the position of Hospital Administrator II (UC) for the ValleyCare Healthcare Network (ValleyCare), which includes Olive View-UCLA Medical Center (OVMC). We have reviewed the attached and concur with the Department's request to appoint Ms. Rhee to this Range 19 position. The annual salary for Ms. Rhee is proposed at \$201,499.32 (\$16,791.61/month).

As the Hospital Administrator II, Ms. Rhee will report to the Interim Chief Network Officer and will serve as Chief Executive Officer (CEO) for ValleyCare. As ValleyCare CEO, Ms. Rhee's specific duties will include the development of the facility's annual strategic plan; developing and directing the implementation of administrative policies and procedures; directing the development of the facility's annual budget and monitoring facility revenue and expenditure activity; directing the activities of the facility's support services; planning and directing continuous quality improvement and risk management activities in collaboration with clinical leadership; interacting with unions, community organizations, and the general public to maintain effective relationships with management personnel, fiscal and functional activities, and ensuring that all services are provided in accordance with all regulatory and licensing requirements.

*"To Enrich Lives Through Effective And Caring Service"*

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Each Supervisor  
January 5, 2009  
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DHS indicates that Ms. Rhee has worked for the County for over 29 years with a significant span of that experience in acute care hospital operations and administration within DHS. She served as the Chief Operating Officer of OVMC for 11 years. Ms. Rhee functioned as the Olive View Project Director for the Relocation/Move Transition from Van Nuys to Sylmar in 1987.

Most recently, Ms. Rhee has served as the Lead Project Director for the LAC+USC Medical Center Replacement Facility Project. She has held the payroll title of Hospital Administrator I since April 2007. Ms. Rhee's experience in large hospital relocation ensured an expeditious transfer of clinical, plant management, and administrative activities with the Replacement Facility. Ms. Rhee has a Bachelor of Science degree in Business Administration and a Master of Public Administration degree, both from the University of Southern California. Accordingly, the requested salary placement for Ms. Rhee for this Range 19 position would be consistent with the level of experience and knowledge that she brings to this position.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by January 15, 2009, we will advise DHS that authorization has been granted to proceed with Ms. Rhee's appointment to Hospital Administrator II (UC) at an annual salary of \$201,499.32.

If you have any questions or concerns regarding this appointment, please contact Dorothea Hayes of this office at (213) 974-6837 or [dhayes@ceo.lacounty.gov](mailto:dhayes@ceo.lacounty.gov).

WTF:SRH:SAS  
MLM:DHH:yb

Attachments

c: Executive Officer, Board of Supervisors  
Interim Director, Department of Health Services  
Director of Personnel

010509\_HMHS\_MBS\_C Rhee

## MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Carolyn Rhee

Employee No.: \_\_\_\_\_

(Check one) NEW HIRE: \_\_\_\_\_ PROMOTION: ☒

### FACILITY/PROGRAM

Provide organization chart & highlight the position – *Attach electronic copy of organization chart*

Describe where the position fits into the management organizational structure:

This position reports to the Chief Network Office (Chief Deputy Director, Operations), who reports to the Director, Department of Health Services.

Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Hospital Administrator II (UC) has overall responsibility for the day-to-day operations of Olive View Medical Center, including the following specific duties:

- Development and implementation of the facilities annual strategic plan;
- Developing and directing implementation of administrative policies and procedures;
- Directing the development of the facilities annual budget; monitoring facility revenue and expenditure activity;
- Directing the activities of Facilities Support services, such as maintenance, procurement, dietary and laundry;
- In collaboration with clinical leadership, planning and directing continuous quality improvement and risk management activities;
- Interacting with unions, community organizations, and the general public to maintain effective relationships with management of personnel, fiscal and functional activities, and ensuring that all services are provided in accordance with all regulatory and licensing requirements.

Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

This candidate has over twenty nine (29) years of LA County tenure, with a significant span of that experience in acute care hospital operations and hospital administration in the Department of Health Services, including one year in DHS budget management. She has served as the Chief Operating Officer of Olive View–UCLA Medical Center for 11 years, providing oversight, direction and supervision of all Assistant Administrators and Materials Managers, Director of Facilities, Personnel Officer, Value Analysis Facilitator, and other department needs. She also functioned as the Acting Chief Executive Officer of Olive View/UCLA Medical Center for thirteen (13) months. The candidate also provided oversight and coordination for eight successful JCAHO surveys.

In addition, Ms. Rhee functioned as the Olive View Project Director of the Relocation/Move Transition from Van Nuys to Sylmar (12 miles) in 1987, making her the only employee in the Department of Health Services to move an entire County hospital prior to this LAC+USC Medical Center Replacement Facility.

Ms. Rhee has served as the Lead Project Director of the LAC+USC Medical Center Replacement Facility project effective July 01, 2003. Even with the tremendous scope, scale and extended timeframe involved in the LAC+USC Replacement project, Ms. Rhee's vast and varied experience in large hospital relocation ensured an expeditious transfer of clinical, plant management and administrative activities within the facility.

Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.: (Continued)

We are requesting a 48.67% increase from her base salary rate, which will bring her final annual salary to \$201,499.32, at the control point of Range 19 of the MAPP salary range. This salary is commensurate with salaries currently being paid to hospital CEO's throughout Southern California.

Ms. Rhee has a Bachelor of Science Degree in Business Administration from the University of Southern California and a Master of Public Administration Degree in Public Administration from the University of Southern California.

Provide the candidate's résumé or curriculum vitae – *Attach electronic copy*

See Attachment

Identify highest paid subordinate reporting to this position

Name: Dellone Pascascio Employee #:      Title: Chief Nursing Officer II

Base Monthly Salary: \$ 15535.56 Base Annual Salary: \$ 186426.72 Calculated Annual Salary: \$ 186426.72

Identify management position above the position requested

Name: Carol Meyer Employee #:      Title: Acting Chief Network Officer

Base Monthly Salary: \$ 13846.73 Base Annual Salary: \$ 166160.76 Calculated Annual Salary: \$ 203994.84

## HUMAN RESOURCES

Certify that the position is vacant and budgeted – *Attach Item Control*

YES ☒ NO ☐

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$ 10,965.250 Annual: \$ 131,583.00

Range, Quartile: S13, Step 9

**NEW HIRE OR PROMOTION:** Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PERCENTAGE INCREASE OVER CURRENT SALARY: 48.67%

PROPOSED SALARY: Monthly: \$ 16,791.61 Annually: \$ 201,499.32

Range, Quartile: R19, Control Point

Provide listing of all internal equivalent positions within facility/program – *Attach electronic copy*

Verify that candidate is listed on the appropriate Certification List and is reachable – *Attach electronic copy*

YES ☒ NO ☐

# CAROLYN F. RHEE

## EXPERIENCE

**July 2003 to Present**

**LAC+USC Medical Center**

**Project Director, Replacement Facility**

Responsible for all transition planning activities including, medical equipment procurement, patient move, staff move, training and orientation, space allocation and licensing, for 600-bed replacement facility. Total project cost is \$820 million. Supervise move transition consultant. Serve as liaison to Department of Public Works (Construction Management). Member of Network Officers' Group. Initiated major redesign activities and master campus plan.

**September 1998 to October 1999**

**Olive View-UCLA Medical Center**

**Acting Hospital Administrator II**

Served as Chief Executive Officer during the temporary reassignment of the Chief Executive Officer to the Office of Managed Care. Formulated and implemented general hospital administrative policies, directed and controlled overall hospital operations, including general management of personnel and fiscal functions. Responsible for directing strategic planning and implementation of medical services programs. Supervised the Chief Financial Officer and the Medical Director who supervised the Chief Nursing Officer. Led the hospital to a score of 93 on Joint Commission Survey (April 1999).

**January 1992 to July 2003**

**Olive View-UCLA Medical Center**

**Associate Hospital Administrator II**

Served as the Chief Operating Officer of 377 bed, acute care hospital with Medical, Surgical, Perinatal, Pediatric, and Psychiatric Services, Medical and Psychiatric Emergency Rooms, Adult and Neonatal Intensive Care Units, complete range of ancillary services, primary and specialty outpatient clinics, prepaid health plan. Outpatient visits exceeded 219,000 annually. Inpatient admissions exceeded 15,000 annually. Operating budget was \$240,000,000; revenue budget \$185,000,000; net county cost was \$55,000,000.

Supervised four Assistant Hospital Administrators, Personnel Officer, Value Analysis Facilitator, Director of Facilities, Director of Public Relations, and Utilization Review Supervisor.

Acted as the Hospital Administrator in her absence. Oversaw the day-to-day operations of the facility.

Directed the \$17 million Reengineering Project. Oversaw compliance with JCAHO and licensing standards; 1993, 1996, 1999, and 2002 Consolidated Accreditation and Licensure Surveys resulted in three year accreditation with no focus visits.

**May 1983 to January 1992**

**Olive View-UCLA Medical Center**

**Assistant Hospital Administrator**

Served as administrator for a variety of hospital departments including OB/GYN, Pediatrics, Laboratory, Pharmacy, Communications, Dietary, Central Services, Office Services, Pharmacy, Radiology and Linen.

Served as Facility Risk Manager for ten years, and as Application Coordinator responsible for implementing Order Control and Laboratory on the Hospital Information System.

Served as Project Manager for both new \$40 million Perinatal/E. R. addition and current Perinatal service. Worked with architects, contractor, Internal Services Project Manager, inspectors, and outside agencies throughout planning, construction, and move-in phases.

From December 1985 to May 1987, served as Transition Planning Project Manager, overseeing the transition from the Mid-Valley facility to the 377-bed replacement facility in Sylmar. Responsibilities include \$17.3 million equipment acquisition, building preparation, licensing, space allocation, patient transfer, and moving of employees, supplies and equipment.

**January 1982 to May 1983                      Los Angeles County Department of Health Services  
Budget Analyst**

Responsible for budget development and control of Ambulatory Care Services, Long Beach General Hospital, Probation Health Services and services rendered and received from other County departments. Served as primary liaison to Chief Administrative Officer for those areas. Conducted special studies for Executive Staff of the Department, Chief Administrative Office, and Board of Supervisors' offices.

**September 1981 to January 1982      L.A. County Health Planning & Development Agency  
Health Systems Planner**

Coordinated all technical assistance and resource development activities. Served as lead staff person for Resource Development Committee consisting of consumers and providers. Supervised staff assistants and graduate student interns.

**August 1979 to September 1981                      Los Angeles County + USC Medical Center  
Administrative Assistant**

In Administrative Special Services Unit, completed special projects and systems studies including planning, development, and implementation of Vertical Integration Project, the precursor of the Neighborhood Health Plan; wrote two Requests for Proposals for Radiology and Nursing Departments; wrote a grant proposal for State funds; completed system analyses in Medical Records Department; implemented consultant recommendations.

**June 1978 to August 1979                      Granada Hills Community Hospital  
Administrative Resident**

Carried out business office and data processing functions such as billing, resolving patient and insurance billing problems, completing revenue analysis. Trained business office personnel on CRT usage, and assisted in implementation of new data processing system.

**June 1976 to June 1978                      Pacoima Memorial Hospital  
Assistant to Director of Nursing**

Prepared nursing policy and procedure manuals, assisted with daily staffing, coded timecards, served as ward clerk. Also assisted in Social Services, Utilization Review, and Purchasing.

**EDUCATION**

**MASTER OF PUBLIC ADMINISTRATION**

Certificate in Health Services Administration  
University of Southern California  
June 1979

**BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION**

University of Southern California  
February 1977

## **VOLUNTEER POSITIONS**

**Chair of the Board**, American Cancer Society, California Division, 2005/06  
**Member**, Focus One Credit Union Supervisory Committee  
**Past Chair**, Field Operations, American Cancer Society, California Division  
**Past Chair**, American Cancer Society, Los Angeles Regional Council  
**Past President**, Board of Directors, American Cancer Society, San Fernando Valley Unit  
**Past Vice President**, Development, Olive View-UCLA Medical Center Foundation  
**Past Member**, United Way North Angeles Regional Board of Directors

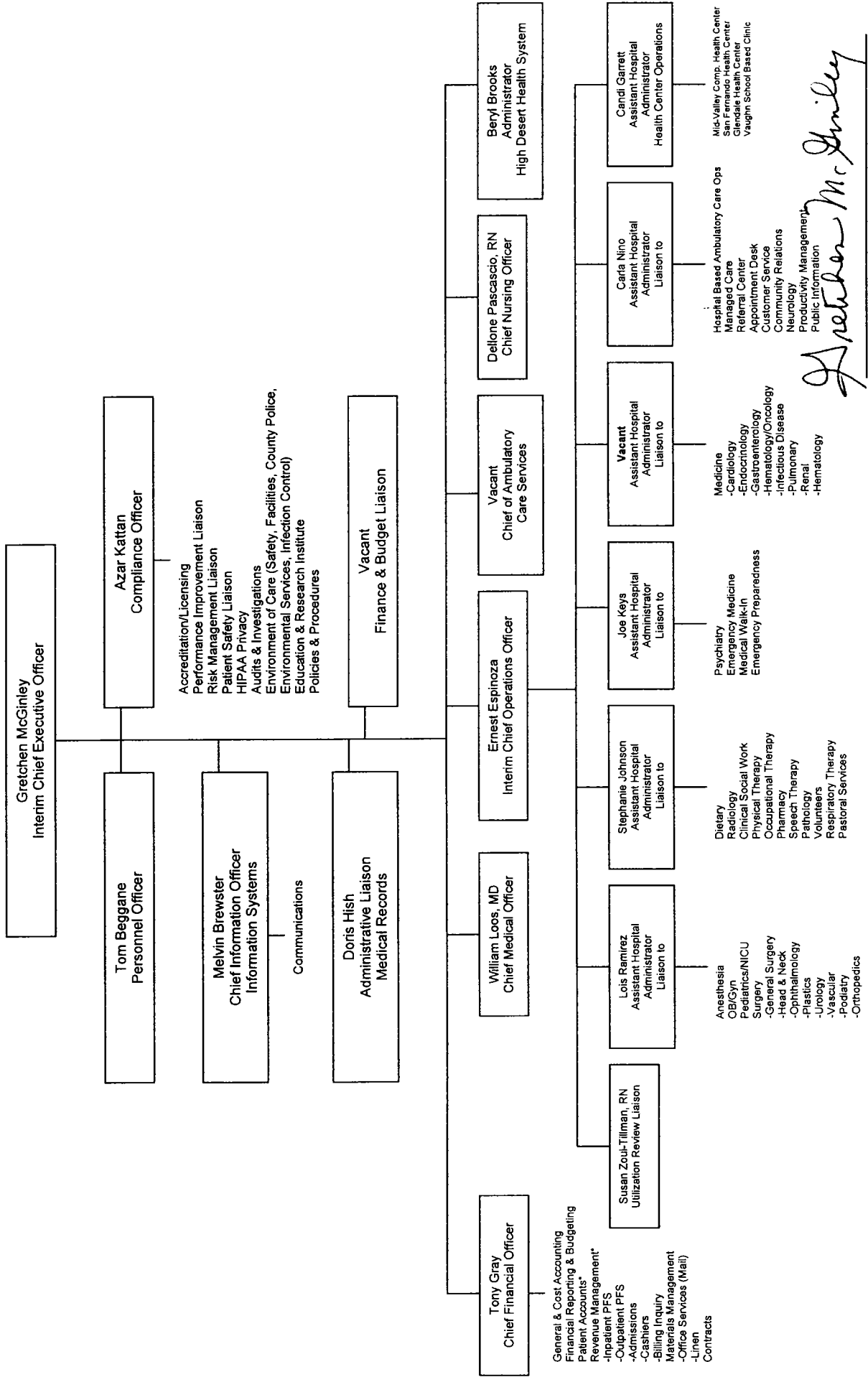
## **ORGANIZATIONS**

**Recertified Diplomate**, American College of Healthcare Executives, (ACHE)  
**Past Member**, Assemblyman Keith Richman's Health Advisory Council  
**Past Member**, California State University Northridge Student Health Center Advisory Council  
**Past Member**, ACHE Regent's Advisory Council  
**Past Secretary and Area Representative**, Women in Health Administration  
**Member**, Health Care Executives  
**Member**, American Public Health Association  
**Member**, Healthcare Forum  
**Member**, USC General Alumni Association and Health Services Alumni Association  
**Fellow**, 1988 National Association of Public Hospitals Pew Fellowship

## **AWARDS**

**Lifetime Achievement Award**, American Cancer Society, San Fernando Valley Unit  
**Volunteer of the Year**, American Cancer Society, San Fernando Valley Unit

# ValleyCare Olive View-UCLA Medical Center, Health Centers, & High Desert Health System Operational Organization Chart



*Gretchen McGinley*

Gretchen McGinley  
Interim Chief Executive Officer  
August 28, 2008